


City of
Casa Grande

STRATEGIC PLAN 2018

ADOPTED JUNE 2018

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THE PLAN

This plan was developed by the City Council and Senior Staff of the City of Casa Grande in conjunction with Bailey Strategic Innovation Group, a municipal consulting firm based in Phoenix, AZ. Research has shown that by developing this plan together, the leadership of Casa Grande has a much higher sense of ownership over the direction of their work, and will exhibit significantly higher energy and passion towards completion. This ownership leads to more efficient use of time, more creative work output, and increased job satisfaction.

Bailey Strategic Innovation Group is a learning organization. Our methods are rooted in years of research research on organizational psychology, team dynamics, and neuroscience that weave together a unique experience unlike any other. With a focus on science and real-world application, the BSIG method appeals to people on both sides of the analytical / emotional continuum, and delivers unmatched business results.

THE PROCESS

The strategic planning process is as important as the plan itself. The Bailey Strategic Innovation Group process is designed to teach participants how to understand themselves so that they can clearly communicate their purpose. It is designed to teach participants how to understand each other so that they can honestly listen to new ideas. It is designed to teach participants how to understand the process, so that they can be fully engaged in creating, sharing, and executing the strategic plan.

**Bailey
Strategic
Group**

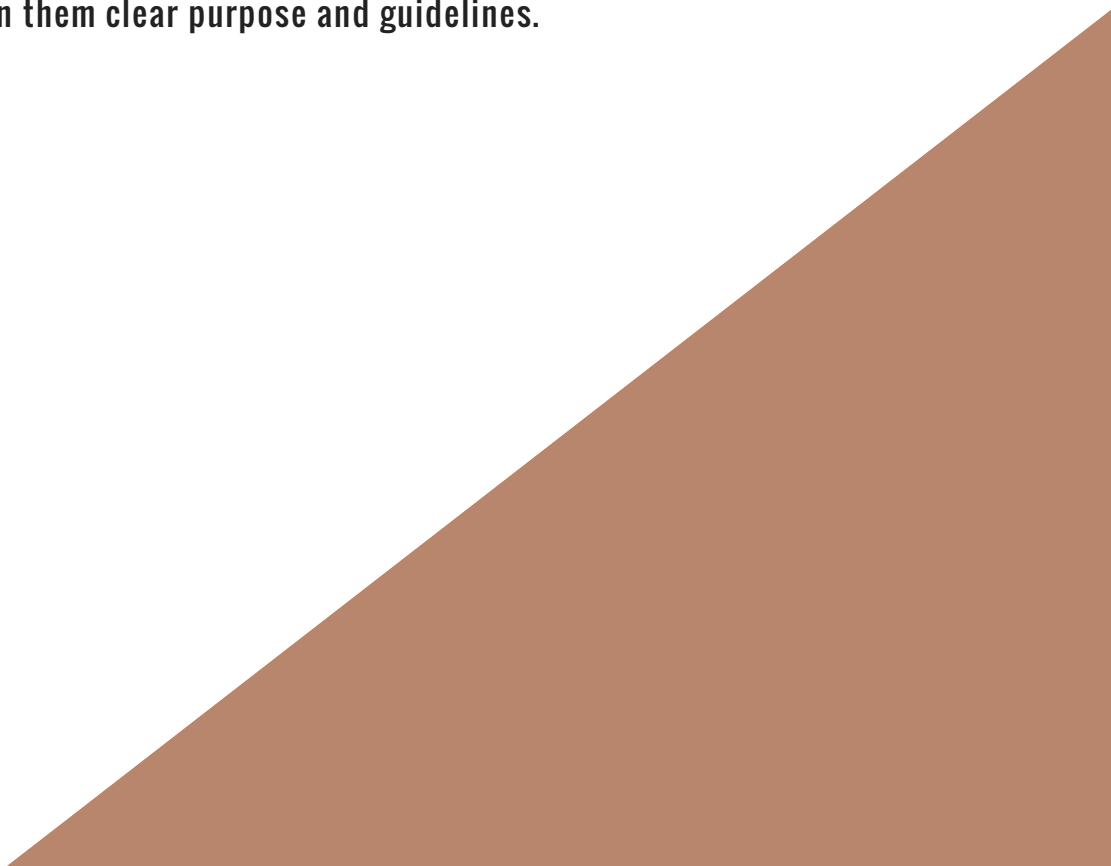
Innovation

THE STEPS OF CREATING THE STRATEGIC PLAN

1. Learn the Principles of Human Understanding
2. Uncover the Results Oriented Statement
3. Identify Fundamental Attribution Error's (FAE's) impact on teams
4. Identify the Key Focus Areas
5. Define the Key Focus Areas
6. Create goals for each Focus Area

INTENTIONALLY ABSENT FROM PLAN

We do not outline specific activities to accomplish. The strategic planning document is designed for the Council to outline the direction (the WHAT) and the motive (the WHY) to the city employees; It is not a document to outline the process (the HOW). Understanding that there are virtually infinite methods for accomplishing a given goal, we are allowing the employees to take ownership in the process, because we believe that through this document, we have given them clear purpose and guidelines.



THE ROSE

Results Oriented Statement Experience

Making clear the Results we want as a team.

As Stephen Covey taught us, it is crucially important to “begin with the end in mind.” This simple statement proves to be quite difficult for teams as they begin the goal-setting or strategic planning process. Typically, teams identify processes that they want to improve, or projects that they want to take on (or complete) and set their goals from there. With the ROSE (Results Oriented Statement Experience), we are clarifying the results that we want to achieve. This process helps identify the deeper purpose of the city, rather than outline the tasks. This is important because teams that have a clear united understanding of purpose are more likely to have productive dialog. Teams that do not have a clear understanding of purpose are more likely to have unproductive debate.

The ROSE is not a mission statement, it is a unified statement of purpose that is broad enough, that every council member can see how their ideas can bring the team closer to achieving the result. Also, every staff member can see how their work can bring the team closer to achieving the result. Yet, the ROSE is not so specific, that it serves, as a prescription on how staff members should do their jobs.

THE CITY OF CASA GRANDE ROSE

We will leverage the current economic climate, new opportunities and our strong community to improve quality of life, civic pride and quality jobs. Casa Grande's strategic location and strongly motivated City Leadership will honor diversity and provide opportunities for all residents to be successful. By building a sustainable and attractive community we can create a place where people can safely live, work and play.

KEY FOCUS AREAS

Through a process of discovery and collaboration, the City Council identified these 5 Key Focus Areas for the new strategic plan.

Quality of Life

Marketing

Education

Fiscal Responsibility

Infrastructure





QUALITY OF LIFE



QUALITY OF LIFE

Increase positive citizen interaction by 10% each year for the next 5 years

- YEAR 1
 - Conduct Citizen Satisfaction Survey (City Manager's Office)
 - Develop customer service standards (City Manager's Office)
 - Analyze and develop position to serve as "Customer Ombudsman" for all services and questions (City Manager's Office)
 - Market the City's customer service successes (City Manager's Office)
 - Market and utilize Mobile 311 (City Manager's Office)
- YEAR 2
 - Develop and implement customer service training (City Manager's Office)
 - Revamp and implement an onboarding process for new hires (Human Resources)

Allocate 5% of the City's General Fund resources to blight removal and improvement over 5 years (1% per year)

- YEAR 1
 - Create plan for all City properties (Community Services/Public Works)
 - Clean up City owned lots on the Southside by Main and Florence St. (Community Services/Public Works)
 - Obtain ownership of Elliot Park (City Manager's Office)
 - Create blight heat map (Finance)
 - Clean up City property in highest rated area within the GIS heat map (Community Services/Public Works)
 - Clean up private vacant lots (Planning & Development)
 - Complete CDBG Sidewalk Project (Public Works)
 - Abate graffiti in the highest rated area within the GIS heat map (Police)
 - Contact UPPR to improve appearance along railroad (Planning & Development)
 - Develop and implement "Alley Clean-Up Day" (Public Works)
 - Develop and implement neighborhood clean-up groups (Planning & Development)
- YEAR 2
 - Design and make improvements to Elliot Park (Community Services)
 - Relocate Parks Division to South Operations Center (Community Services)
 - Plan and execute City entrance sign improvements (City Manager's Office)
 - Develop plan to improve commercial corridor's image (Economic Development/Planning & Development)
 - Develop Florence Blvd. corridor plan (Planning & Development)
 - Execute City owned property clean-up plan (City Manager's Office)
 - Clean up City property in next highest rated area within GIS heat map (Community Services/Public Works)
 - Continue neighborhood clean-up groups (Planning & Development)

- Complete Florence Blvd. resurfacing (Public Works)
- Abate graffiti in the highest rated area within the GIS heat map (Police)
- YEAR 3
 - Continue neighborhood clean-up groups (Planning & Development)
 - Clean up City property in next highest rated area within GIS heat map (Community Services/Public Works)
 - Begin park redevelopment using GIS heat map (Community Services)
 - Begin roadway improvements to Florence St. (Public Works)
 - Revise Landscape Code (Planning & Development)
 - Abate graffiti in the highest rated area within the GIS heat map (Police)

City event attendance demographics will be an 80% match to population in 4 years

- YEAR 1
 - Establish baseline (Community Services/City Manager's Office)
 - Survey residents (Community Services)
 - Partner with agencies & non-profits (Community Services)
 - Targeted marketing (Community Services)
 - Create outreach plan (Community Services)
 - Develop event plan (Community Services)
- YEAR 2
 - Implement

Increase citizen's sense of security by 20% each year for 5 years

- Establish a baseline based on current statistics (Police/Fire)
- Market successes of Police and Fire Departments (Police/Fire)
- Educate public on crime statistics (Police)
- Continue DDACTS (Police)
- Continue Community Policing Initiative(Police)
- Establish Community Outreach team (City Manager's Office)
- Implement Economic Development Strategic Plan (Economic Development)



MARKETING



MARKETING

Create an image of the City that 90% of residents rate favorably within 5 years

- YEAR 1
 - Adopt and implement updated branding guidelines and policies (PIO)
 - Identify key staff and deliver training on branding policies and guidelines (PIO/All Departments)
 - Conduct baseline Resident Satisfaction Survey (PIO)
 - Initiate engagement campaign to begin dialogue with targeted groups (PIO)
 - Evaluate key marketing metrics and exposure (PIO)
 - Conduct in person surveys at four engagement events per year
 - Public Safety Day
 - Silent Witness
 - 4th of July
 - Downtown Street Fair
 - Easter
 - Electric Light Parade
 - Promote and leverage targeted content City platforms (PIO)
- YEAR 2
 - Hire consultant for proposed CIP branding initiative (PIO)
- YEAR 3
 - Initiate phase one of rebranding implementation strategy (PIO)
 - Conduct Resident Satisfaction Survey (PIO)

Create an image of the City that 90% of businesses rate favorably within 5 years

- YEAR 1
 - Implement Business Retention & Expansion plan (Economic Development)
 - Partner with outside organizations for BR&E (Economic Development)
 - Conduct appreciation event for top employers (Economic Development)
 - Conduct a small business appreciation event (Economic Development)
 - Educate businesses on development process (Economic Development)
 - Conduct annual roundtable on development process (Economic Development)
- YEAR 2
 - Partner with businesses to conduct stakeholder meeting (Economic Development)

Increase the number of positive comments/posts on City's social media sites by 20% each year for 5 years

- Secure and deploy social listening software (PIO)
- Generate positive and timely content based on monthly evaluation and sentiment reports (PIO)
- Ensure ongoing compliance with adopted social media policy (PIO)



EDUCATION



EDUCATION

Increase the number of baccalaureate degrees achieved by Casa Grande Residents by 10% over 5 years

- Evaluate educational institutions that fit the needs of the City's key industries (Economic Development)
- Continue dialogue with Central Arizona College (Economic Development)
- Participate in Career Pathways program with ARIZONA@WORK, Central Arizona College, and CAVIT (Economic Development)
- Support Achieve Pinal (City Manager's Office)
- Attract jobs that require baccalaureate degree (Economic Development)
- Encourage City staff to participate in non-profits that provide scholarships (City Manager's Office)
- Partner with Elementary School District & other organizations to promote "Promise for the Future" and other similar programs (City Manager's Office)

Increase the number of students attending post graduate institutions or vocational education by 20% through 2020

- Evaluate educational institutions that fit the needs of the City's key industries (Economic Development)
- Continue dialogue with Central Arizona College (Economic Development)
- Participate in Career Pathways program with ARIZONA@WORK, Central Arizona College, and CAVIT (Economic Development)
- Support Achieve Pinal (City Manager's Office)
- Attract jobs that require baccalaureate degree (Economic Development)
- Encourage City staff to participate in non-profits that provide scholarships (City Manager's Office)
- Partner with Elementary School District & other organizations to promote "Promise for the Future" and other similar programs (City Manager's Office)

Welcome 5 industrial companies participating in an apprenticeship/internship program to place 5 apprentices each year for the next 5 years

- Encourage apprenticeship program through the Business Retention & Expansion Program (Economic Development)
- Promote & market companies involved in the apprenticeship program (Economic Development)

Place 5 interns within City Departments each year for the next 5 years

- Develop and implement parameters for City internship program (City Manager's Office)
- Continue to develop current City interns (City Manager's Office)



FISCAL RESPONSIBILITY



FISCAL RESPONSIBILITY

Develop a sustainable budget that can withstand a 5% revenue reduction

- Each fiscal year staff will develop a list of services and programs that will reflect the impact of a 5% revenue loss

Develop a plan to have 100% of the benchmarked job positions mid-point of the salary range to be competitive with the market

- Year 1
 - Update job descriptions (Human Resources)
 - Analyze where staff has existing capacity (All Departments)
 - Evaluate current needs and evaluate organizational restructuring (City Manager's Office)
 - Evaluate competitively benchmarked positions & internal relationships (City Manager's Office/Human Resources)
 - Evaluate pay scale (City Manager's Office/Human Resources)
- Year 2
 - Complete Market Analysis
- Year 3
 - Implement Market Analysis

Analyze and evaluate 5 programs or services a year to ensure efficiency/effectiveness against the private sector

- Parks and Landscape maintenance (Community Services)
- Sanitation (Collection/Landfill) (Public Works)
- Self-Certification for building plans review (Planning & Development)
- Municipal Airport (Public Works)
- Accounts Payable/Accounts Receivable (Finance)



INFRASTRUCTURE



INFRASTRUCTURE

Access to internet for 100% of citizens by 2019

- Evaluate Wi-Fi locations throughout the City (City Manager's Office)
- Expand bandwidth at the Library and Recreation Center (Community Services)
- Survey about needs for internet access (City Manager's Office)
- Encourage more business participation in free public Wi-Fi access (Economic Development)
- Market reduced rate program through Cox (City Manager's Office)

Identify and fund a transit plan within 5 years

- YEAR 1
 - Complete and accept Plan (Public Works)
- YEAR 2
 - Explore implementation of the Plan (Public Works)
- YEAR 3
 - Encourage Pinal RTA to fund Plan (Public Works)

Implement traffic plan to improve travel system on major arterials by 25%

- YEAR 1
 - Establish baseline of current traffic levels (Public Works)
 - Evaluate potential traffic control management systems (Public Works)
 - Develop roadway improvement projects that will improve capacity (Public Works)
- YEAR 2
 - Procure traffic control management system that interconnects with all traffic signals and construct a Traffic Management Center (TMC) (Public Works)
 - Implement signal progression on all arterial corridors (Public Works)
- YEAR 3
 - Implement TMC (Public Works)
 - Evaluate results of implemented actions (Public Works)

Increase trail system by 5% annually over 5 years

- Review and prioritize current trail master plan (Community Services)
- Establish current size of trail system and materials used (Community Services)
- Expand trail system outlined in CIP (Community Services)

FAE AND OUR COMMITMENT TO COLLABORATION

Fundamental Attribution Error (FAE) is a psychological phenomenon by which we make inconsistent assumptions about other people and ourselves. For example, let's say that two people, Bob and Susan, are having the same problem. Bob will look at Susan and attribute the problem to some flaw in her character (she is disorganized, lazy, etc.) But Bob will look at himself and attribute the problem to some set of external factors (he doesn't have time, he doesn't have enough money, etc.) Each person does this and it can be a foundational problem for trust, understanding, and team development.

HOW CAN FAE UNDERMINE OUR STRATEGIC PLAN

FAE can cause resentment and damage our ability to work together. It can hinder our productivity and even prevent our success. Understanding that FAE is a normal human behavior, we will be intentional in keeping FAE out of our collaborative conversations.

WE ARE COMMITTED TO KEEP FAE AT BAY

Being aware of FAE, we can focus on open communication, teamwork, trust, and self-awareness. We will BIRG (Bask in reflective glory), allowing mistakes and creativity. We will focus on results and accountability rather than debating fault.

